



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

November 19, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

PROGRESS REPORT ON COUNTYWIDE IMPLEMENTATION OF YOUTH DIVERSION AND DEVELOPMENT EFFORTS (ITEM NO. 29-A, AGENDA OF NOVEMBER 7, 2017)

On November 7, 2017, a motion by Supervisors Ridley-Thomas and Hahn was adopted by the Board of Supervisors (Board) to accept the recommendations and strategies contained in the report entitled "A Roadmap for Advancing Youth Diversion in Los Angeles County" (Roadmap for Youth Diversion) and establish a division within the Office of Diversion and Reentry (ODR), entitled Youth Diversion and Development (YDD).

Four new positions were allocated to YDD and the division was tasked with: a) advancing a model of effective and equitable countywide youth diversion in lieu of arrest; b) contracting for the implementation and assessment of community-based youth diversion and development programs; and c) establishing a steering committee to provide ongoing communication and guidance around implementation, systemic challenges, data and evaluation, and future efforts aimed at supporting youth diversion, development, and wellbeing. YDD submitted a memorandum reporting initial progress on May 15, 2018.

This memorandum provides a general update on the progress of implementation for youth diversion efforts throughout Los Angeles County, including information on youth arrest and demographic data, the development of a digital referral system, and identification of additional funding and opportunities to further coordinate and enhance youth diversion at different stages of the justice system as well as youth development.

INTRODUCTION

The division of Youth Diversion and Development has moved from planning to implementation in the six months since YDD's last update. The division has continued to build from its strong collaborative data-driven foundation, to identify and strengthen the connections needed to launch an innovative network of community-based, health-oriented, and development-centered alternatives to youth arrest.

The updates outlined below reflect steps YDD has taken to prepare for implementation informed by feedback from stakeholders and recent advancements, including:

- The State of California's newly established minimum age of 12 for prosecution in juvenile court¹ and Youth Reinvestment Fund for justifications to implement diversion programs²
- National organizations continuing to call for early community-based youth diversion and development efforts as effective strategies for reducing justice system involvement^{3,4}
- Research highlighting the importance of addressing holistic needs related to safe and stable housing for young people given the connections between justice system involvement and increased risk for lifetime homelessness^{5,6}

UPDATE 1: BUDGET

YDD's annual funding includes \$901,000 from the Public Safety Realignment Act (AB 109) revenue beginning in Fiscal Year 2017-2018 for staffing and administrative costs and an initial approval of at least \$3,000,000 from the Probation Department through Juvenile Justice Crime Prevention Act revenue and \$3,500,000 from the Department of Mental Health through the Mental Health Services Act Prevention and Early Intervention revenue beginning in Fiscal Year 2018-2019 for program costs.

These funds are in line with YDD's goal of launching program implementation in nine jurisdictions and serving 100 percent of estimated eligible youth arrests in those jurisdictions (approximately 2,000 youth) in Fiscal Year 2018-19 and expanding to subsequent jurisdictions as their readiness is determined; however, additional funds will be needed to fully expand and sustain diversion services Countywide. YDD will continue to work with the CEO to identify additional funds as needed.

¹ Koseff, A. September 2018. *Jerry Brown Limits Prosecution of Minors to Work Toward a More Just System*. The Sacramento Bee.

² Loudenback, J. July 2018. *New California Budget Sees Big Child Welfare Investments*. The Chronicle of Social Change.

³ Annie E. Casey Foundation. 2018. *Transforming Juvenile Probation: A Vision for Getting It Right*. "The Nation's Largest County Goes All In for Juvenile Diversion." Page 24.

⁴ Justice Policy Institute. 2018. *Smart, Safe, and Fair: Strategies to Prevent Youth Violence, Heal Victims of Crime, and Reduce Racial Inequity*.

⁵ Coalition for Juvenile Justice. 2018. *Implementing Change: Addressing the Intersections of Juvenile Justice and Youth Homelessness for Young Adults*. "Principle 2." Page 6.

⁶ Kristen, L. and Gluskin, R. 2018. *Two Futures: The Economic Case for Keeping Youth on Track*. Measure of America, Social Science Research Council.

UPDATE 2: WORK ORDER SOLICITATION

YDD staff worked with members of the Steering Committee to fine-tune a program model that aligned with the collaboratively-developed Roadmap for Youth Diversion by facilitating working groups, synthesizing recommendations based on evidence of effective practices in case management and care coordination for youth, incorporating stakeholder feedback, and drafting a scope of work with requirements to guide service-delivery.

On August 14, 2018, DHS opened the Work Order Solicitation for Youth Diversion and Development services, titled Youth Intensive Case Management Services (Y-ICMS), in nine geographic sites prioritized for the first implementation cohort. YDD will coordinate partnerships between community-based providers who receive Y-ICMS contracts (Y-ICMS Providers), local law enforcement agencies, and any additional youth-serving resources (including but not limited to schools, recreational programs, or arts organizations) in each identified geographic area.

Y-ICMS Providers will be responsible for:

1. Receiving diversion referrals for youth in lieu of arrest or citation;
2. Contacting the young person and his or her caretaker to establish rapport and conduct a strengths-based intake assessment;
3. Working with the young person to develop an individualized care plan and diversion goals tailored to the young person's type and acuity of needs;
4. Providing either low-intensity care coordination or higher-intensity case management to connect the young person to services internally or in partnership with additional local resources; and
5. Supporting the young person in the successful, substantial completion of his or her care plan goals and communicating with YDD.

In order to conduct a data-driven prioritization process to identify the first cohort of program sites, YDD staff submitted a follow-up Public Records Act request to the California Department of Justice for the most recent available youth arrest data reported from law enforcement agencies in Los Angeles County. This data was then analyzed along with responses to a readiness survey administered at the March 2018 YDD Summit to identify priority jurisdictions, taking into consideration the number of youth arrests, rate of youth arrest per 1,000 youth, proportion of youth arrests eligible for referral to diversion in 2019, relative rates of arrest for youth of color, and reported readiness for implementation.

Program sites for the first YDD cohort include the jurisdictions associated with the following law enforcement agencies, stations, or divisions:

Geographic Areas (by city or representative neighborhoods)	Primary Referral Source	Estimated Number of Referrals in 2019 (total estimate=1,840)
Huntington Park	Huntington Park Police Department	60
El Monte, Industry, La Puente, Valinda, North Whittier	El Monte Police Department and Los Angeles County Sheriff's Department Industry Station	90
Culver City	Culver City Police Department	180
Lynwood, Florence Firestone, Willowbrook, Athens Park	Los Angeles County Sheriff's Department Century Station	60
Crenshaw, Hyde Park, Menlo, Baldwin Hills, West Adams	Los Angeles Police Department Southwest and 7 th Divisions	330
Arleta, Panorama City, Sylmar, Mission Hills	Los Angeles Police Department Mission Division	160
Long Beach	Long Beach Police Department	420
Pasadena	Pasadena Police Department	90
Lancaster, Palmdale	Los Angeles County Sheriff's Department Lancaster and Palmdale Contract Cities	450

The initial response deadline for this Work Order solicitation was extended to provide additional time for DHS to respond to questions and concerns raised by applicants. DHS is in the process of reviewing the 30 applications received by the extended deadline of October 25, 2018. Eligible applicants who are not awarded Work Orders for one of these nine program sites in the first cohort will remain on a waiting list and can be awarded future Work Orders as YDD expands to additional jurisdictions.

UPDATE 3: STAFFING

In August 2018, DHS hired YDD's first position, a Staff Analyst who will serve as the division's Research and Policy Manager. In November 2018, an additional Staff Analyst who will serve as one of YDD's two Program Managers was hired. ODR is in the process of completing interviews for the YDD's Director and second Program Manager.

These four positions are in line with YDD's goal of starting diversion efforts in 5-10 jurisdictions in Fiscal Year 2018-2019 and subsequent jurisdictions as their readiness is determined. YDD will continue to work with the CEO to address needs for additional staff as they arise.

UPDATE 4: STEERING COMMITTEE

YDD's Steering Committee meetings occur once every two months and serve as a forum for the division's strong multi-sector stakeholder group to participate in dialogue and facilitated decision-making to inform ongoing progress.

The Steering Committee meeting met in March, May, July, and November 2018. The next meeting of the Steering Committee is scheduled for January 2019. Over 50 attendees including representatives from County agencies (e.g., Chief Executive Office, County Counsel, Los Angeles County Office of Education, Department of Children and Family Services, Department of Mental Health, Department of Public Health, Probation Department, District Attorney's Office, Public Defender's Office, Alternate Public Defender's Office, Juvenile Court, Los Angeles Homeless Services Authority), law enforcement agencies, youth and community advocates have been present at each of these meetings.

In addition to the full Steering Committee meetings, YDD has convened three smaller workgroups to give stakeholders space to focus on developing guidelines related to specific topics.

These workgroups have made the following progress:

- YDD's workgroup focused on data strategy has met five times since June 2018 to discuss recommendations for the digital referral system and develop specific guidelines related to the protection of youth diversion data.
- YDD's workgroup focused on service coordination has met four times since June 2018 to discuss recommendations for improvements to YDD's planned service-delivery model, review YDD's draft assessment tool, and develop specific guidelines related to training, capacity-building, and materials needed to support providers and program partners.
- YDD's workgroup focused on addressing the diversion needs of foster youth has met once since August 2018 to discuss opportunities to coordinate appropriate services and ensure that a young person's dependency system status does not exclude him or her from diversion programming.

UPDATE 5: PUBLIC/PRIVATE PARTNERSHIPS

YDD has collaborated with the County's Center for Strategic Partnerships to develop plans for a funders collaborative and begin to identify priorities for additional investments in relevant research, capacity-building, and evaluation to support the County's implementation of youth diversion efforts.

The partnerships for which TDD is seeking support from the private sector include:

- New America's Public Interest Technology program has received funding to support a fellow who will work full time with YDD to conduct ongoing research on data infrastructure and data ethics to inform the development and improvement of YDD's digital referral system.
- UCLA School of Law's Criminal Justice Program is pursuing funding to support ongoing research on legal implications of YDD's strategy for data authorization, collection, and reporting as well as continued consultation and workgroup facilitation.
- The Vera Institute of Justice is pursuing funding to support a capacity needs assessment for Los Angeles County's diversion initiative, with a focus on organizational capacity to address the needs of foster and homeless youth.
- Human Impact Partners has received funding from The California Endowment to conduct a research project focused on strategies to improve equity in diversion referral, participation, and completion.

CONCLUSION

Over the next six months, YDD expects to accomplish the following tasks:

- Identify and hire remaining YDD staff.
- Award contracts to the first cohort of community-based providers partnered with local law enforcement agencies.
- Complete written partnership agreements with the first cohort of YDD programs, provide initial training, and begin overseeing referrals to services.
- Finalize plans for internal and external evaluation to assess both individual and Countywide outcome measures.
- Finalize agreement with ODR's IT vendor and complete the tailoring and build-out of an existing digital referral and case management information system to provide a platform for data collection, communication, and assessment while protecting youth data.
- Complete a capacity needs assessment for law enforcement and community-based providers.
- Develop next steps to advance youth development efforts.

Each Supervisor
November 19, 2018
Page 7

In addition to the achievement of these tasks, YDD will deepen its efforts to address the persistent and increasingly obvious link between youth involvement in the justice system, the dependency system, and homelessness. YDD will work with the County's Homelessness Initiative to explore new ways to target youth at risk of homelessness who are most vulnerable and most at risk for justice system involvement.

In addition to continuing to explore youth opportunities to expand youth diversion and advance youth development, the YDD team will also begin exploring how to make a meaningful contribution to the juvenile reentry system across the County. Although we recognize the focus of YDD is on diversion, the need to address service needs for youth returning to their communities is closely related. This focus on reentry will allow the YDD team to more effectively develop strategies to impact the pipeline from juvenile detention to homelessness and adult incarceration. In the next report back, YDD will provide additional details on how the team will be involved in these important and currently under-addressed areas of work.

YDD will report back to the Board in 180 days with an update on continued progress.

If you have any questions, please contact Peter Espinoza at (213) 288-8644 or by email at pespinoza2@dhs.lacounty.gov.

SAH:JJ:PE
MG:CB:dh

c: Executive Office, Board of Supervisors
County Counsel
Health Agency
Health Services